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29 December 1980

MEMORANDUM FOR: Director of Personnel Policy, Planning,  
and Management

THROUGH : Deputy Director for Policy and Evaluation  
Deputy Director for Recruitment and Placement

FROM : [REDACTED] STATINTL  
Chief, Policy Staff/OPPPM

SUBJECT : Implementation Plan for Uniform Guidelines - Phase II  
Responsibilities

REFERENCE : Memo fm. DDCI to D/PPPM, same subject, dtd 14 Nov 80

1. We are working toward drafting a response to referenced memorandum. We see no problem in addressing items b through f in paragraph 2, and will be coordinating the substance of the response with other offices as appropriate.

2. The responsibility stated in item a of paragraph 2 is that D/PPPM is charged "with the Director, Equal Employment Opportunity, for determining when selection for "transfer" (i.e., assignment, including vacancy notices), demotion, and retention in the Agency is an employment decision under the Uniform Guidelines."

a. There should be no problem in keeping statistics by race/ethnic group and sex on demotions and non-retention, i.e., involuntary terminations.

b. The Uniform Guidelines state in Section 2b:

Employment decisions. These guidelines apply to tests and other selection procedures which are used as a basis for any employment decision. Employment decisions include but are not limited to hiring, promotion, demotion, membership (for example, in a labor organization), referral, retention, and licensing and certification, to the extent that licensing and certification may be covered by Federal equal employment opportunity law. Other selection decisions, such as selection for training or transfer, may also be considered employment decisions if they lead to any of the decisions listed above.

Note that selection for transfer, i.e., reassignment, would be an employment decision if it leads to promotion. A decision needs to be made as to whether or not statistics on reassignments to each job or job group should be kept by race/ethnic group and sex.

(1) Arguments for reassignment statistics:

(a) Grade of position to which an employee is assigned is a factor in promotion consideration.

(b) Grade of position to which an employee is assigned is of significant importance in promotion consideration for certain jobs, for certain grades, and in certain Career Services.

(c) Potential for advancement is a consideration in selection for certain reassignment.

(2) Arguments against reassignment statistics:

(a) Under the competitive promotion system, reassignment to a position of higher grade than that of the employee is not a guarantee of promotion; thus selection for reassignment is not a decision that leads to promotion.

(b) Reassignment would have to be defined for Uniform Guidelines purposes, i.e., which of the following would apply: vacancy notices, assignments determined by Career Services and Sub-Groups, reassignments within branch or division determined by that chief, and rotational assignments?

(c) Considerable resources would be required to keep these statistics.

3. As promotions are generally competitive and the possibility of the Agency being censored for lack of statistical information on reassignments is slight, it is recommended that reassignment statistics not be maintained. If you agree, we will coordinate the Office of Personnel Policy, Planning, and Management position with the Director of Equal Employment Opportunity.



Distribution:

Orig. +1 - D/PPPM  
1 - Subject  
1 - Chrono




OPPPM/C/PS/ [redacted] k (29 Dec. 80)

STATINTL

STATINTL 2

*Ames, 6 Jan 81,  
11:00 a.m.*

## ROUTING AND RECORD SHEET

SUBJECT: (Optional) Implementation Plan for Uniform Guidelines - Phase II STATINTResponsibilities				
FROM:  Chief, Policy Staff/OPPPM 1006 Ames		EXTENSION 3383	NO.  DATE	
TO: (Officer designation, room number, and building)	DATE		OFFICER'S INITIALS	COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)
	RECEIVED	FORWARDED		
1. DD/P&E 1006 Ames		12/29	ES	<p>Before completing the response to  on Phase II of the implementation plan for uniform guidelines, we need your guidance on maintaining statistical information on reassignments. We are prepared to discuss this with you at your conveniences.</p>  <p>STATINTL                      STATINTL</p>
2.				
3. DD/R&P 806 Ames				
4.				
5. EA/D/PPPM 5E58 Hqs.				
6.				
7. DD/PPPM 5E58 Hqs.				
8.				
9. D/PPPM 5E58 Hqs.				
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14 NOV 1980

MEMORANDUM FOR: Director of Personnel Policy, Planning, and Management

FROM: Deputy Director of Central Intelligence

SUBJECT: Implementation Plan for Uniform Guidelines - Phase II Responsibilities

1. As you recall, I approved certain recommendations regarding implementation of procedures required by the Uniform Guidelines on Employee Selection Procedures in February of this year. This implementation was to proceed in two "phases;" Phase I, designed to bring the Agency into immediate compliance, provided for the required collection and analysis of data; Phase II, which addresses policy considerations, places more emphasis on management responsibility. Phase I went into effect on 1 October and appears to be functioning as expected. It is time now to focus on getting Phase II underway.

2. The Director of Personnel Policy, Planning, and Management is charged under Phase II with the following responsibilities:

a. With the Director, Equal Employment Opportunity, for determining when selection for "transfer" (i.e., assignment, including vacancy notices), demotion and retention in the Agency is an employment decision under the Uniform Guidelines;

b. With the Director, Equal Employment Opportunity, and the Chief, Psychological Services Staff, for initiating a program of research into alternative selection procedures and methods;

c. With the Chief, Psychological Services Staff, and the Director of Training and Education for the formulation of a comprehensive testing policy to be coordinated with the Director, Equal Employment Opportunity, and incorporated into the Headquarters Regulations;

d. For instituting a time-phased, comprehensive, and systematic program for job analysis within the Agency;

e. With the Directors of Training and Education and Equal Employment Opportunity for developing a Uniform Guidelines training program; and

f. For the submission of an Agency regulation that consolidates Agency policy on the Uniform Guidelines.

3. So that I have a clear understanding of how these responsibilities will be discharged, you are requested to submit to me by 16 January 1981 a detailed plan for each responsibility, describing your strategy, specifying the resources required, establishing a timetable for accomplishment, and identifying the responsible officer. Of course, plans pertaining to shared responsibilities should be fully coordinated with the other Agency officials involved.



Frank C. Carlucci

STATINTL